The Relationship between Organizational Culture and Staff Productivity Public Organizations

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Abstract: Problem statement: Nowadays organization's culture is as an effective factor on organization actions. The objective of this research is determining of the relationship of organization's culture with staff productivity in public terms of Guilan province, Iran. **Approach:** This study was a kind of studies about relations and statistical society will be associated by state organizations staff in Guilan Province. From this 630 persons which are selected by sampling. The instrument for collecting information was questionnaire. In a kind of questionnaire about designing and by comparing of five options we could get scores. In this method some information would be get by the answering from samples of research and by using of statistics and statistical tests two of options will be analyzed and interpreted. **Results:** The information of this study shows there is a meaningful relation between organization's culture and productivity. Among these factors organization's culture society will be studied, controlled and we will have better situation related to cultural factors in an organization. The highest scores average of staff productivity is related to the role knowing and some factors. **Conclusion:** According to positive relations in organization culture and staff productivity in studying organizations, culture changing dominated on state organizations like providing safe environment for creative people and promoting of staff in the field of useful job.

Key words: Organization culture, productivity, public organization, staff

INTRODUCTION

One of the main objectives of each organization is achieving to productivity. For getting to this objective we have no way except a kind of systematic view which is original. Last decade successes of organization with the least properties and fail of organizations with the best abilities indicates the role of factors in their success which is as an effective factor in an organization and its action.

Culture in organization is like a personality of a human. Basic examples, beliefs, aid, values are as cultural basics of an organization and its basis will be formed, distinctive point of normal or abnormal will be expressed.

With this powerful and relative culture, people will be more responsible and satisfied beside the more objective and organization strategies and it will be beside the better motivation and organization actions and staff (Mamizadeh, 1997). High culture of organization is power which will direct people and will organize their goals and create more motivation in people so that some of researchers there is the most effective motivation in the world and this will be the factor for improving of their job (Wendell *et al.*, 1995). This study is following the answer to this question

which is the relation of organization and staff productivity in state organization of Guilan province in Iran.

MATERIALS AND METHODS

Following research is a kind of relative studies and is about collecting of information. Statistical society of all personnel in state organizations in Guilan province in Iran is about 93000 persons. According to improbable sampling which is available sample content is determined about 630 persons. Collecting instruments of information was questionnaire. For checking the organization culture we have 29 questions on the basis of decade factors of Stephen Rabinz which is includes of organizations identity, risk ability, objective showing, organizations relatives, management protection, control, individual creative, relationships. Productivity assessment of staff is assessed by Gold Smith Model which includes knowledge ability, helping, motivation, assessment and environment. Scoring these questions is on the basis of five options questions of likert, fro the lowest to fastest productivity and the public of this questionnaire will be assessed by testing. Scores will be accounted during two processes. This was for organization culture questionnaire about

77% and for productivity of staff was 82%. Organizations cultural factors and productivity of staff was assessed by Chi-square test.

Research history: Each organization's culture is indicated as a basic factor in creating of it and it will be effective on this structure and organization designing, internal and external environment of the department, technology and human forces and strategy and productivity of he organization. Culture will determine the things and form the structure of behavior.

There were many researches and studies on the field of organizational culture. Bowels (2000) in the field of organizational culture effects on the success of students in university entrancing, Sue (2001) about factors engineering of human which involves of Helms, and Stern (2001) in the field of knowing effective factors on staff understanding about organizational culture on the department, Patricia (2001) in the field of checking the relation of directing relation and organizational culture in an organization, Oneill *et al.* (2001) in the field of culture and organizational structure for directing of staff strategic behavior, Strasser *et al.* (2002) in the field of hospital effective culture on development and researches. Present research for checking the relationship between organizational cultures with the productivity of public organization's staff in Guilan province. These results can make the field of these developments ready for high quality terms, like promoting of staff and organization, management quality, knowing the effective factors in

organizational culture and finally increasing the productivity in organization.

RESULTS

In this study 58/7% (370 persons) was women and 41/3% was men. Research's findings in the field of decade factors of organizations shows that the highest average is related to the control (average 62/37) individual creative (average 57/94) and objective clearness (average 46/92) and the least factor with the average 40/10 which is related to paradox, which shows all cultural factors in average point (Table 1).

In the field of staff productivity, studied organizations, findings indicates that the highest scores of productivity of staff is related to clearness and knowledge (average 68/35) and ability (average 56/68) and assessment (average 57/13) and the lowest factor is related to helping (average 41/41) which shows all factors of staff productivity is in the best situation and the rest will be in average point (Table 2).

Statistical tests results for determining of organizational culture with each of tracks staff shows that among all effective factors on staff productivity is the only factor of assessment which has no meaningful relationship with culture. Among all organizational cultural is factors except objectives, creativity, paradox and organizational relations. In cultural relations with the collection of effective staff pursuant, all findings shows that between organizational culture with productivity in society about the research with the test Chi-square and meaningful point 0.001 is a meaningful relations.

Table 1: The relations of organizational cultural factors with effective factors on staff productivity in Guilan province public organizations-Iran

Productivity factors/ organizational cultural factors	Ability	Clearness and knowing	Help	Motivation	Assessment	Credit	Environment
Chi square organizational	0.001	0.002	0.037	0.0020	0.077	0.431	0.004
identity meaningful aspect	212.510	144.390	137.950	286.7100	155.820	78.510	166.800
Chi square ability meaningful	0.001	0.007	0.000	0.0110	0.188	0.185	0.000
aspect	217.020	138.190	165.800	270.8800	146.240	87.900	211.900
Objectives clearness	0.000	0.006	0.000	0.0042	0.000	0.004	0.135
	200.600	105.590	130.420	192.1300	188.300	87.680	102.500
Organization relative	0.002	0.514	0.000	0.0000	0.098	0.000	0.003
	215.320	97.860	218.102	320.8000	153.258	126.706	168.100
Management support control	0.001	0.047	0.001	0.0730	0.215	0.000	0.330
	283.700	123.620	175.440	250.0500	145.670	168.200	151.200
	0.007	0.007	0.022	0.0680	0.069	0.046	0.000
	183.620	127.010	129.600	19.6600	144.050	91.020	215.000
Individual creativity	0.001	0.001	0.000	0.0000	0.040	0.001	0.000
	348.620	204.530	192.990	361.0200	175.010	140.250	224.100
Reward system	0.392	0.662	0.011	0.0620	0.071	0.702	0.041
	152.050	92.530	128.300	252.2000	1546.480	69.930	149.200
Paradox	0.025	0.007	0.001	0.0020	0.002	0.182	0.002
	174.400	126.500	152.200	263.1000	168.420	80.420	159.010
Organizational relations	0.000	0.001	0.001	0.0550	0.001	0.001	0.005
	234.200	149.300	157.180	252.9000	215.600	115.900	165.400
Total	0.002	0.026	0.000	0.0000	0.093	0.034	0.000
	17.890	10.840	30.121	28.9900	0.941	10.312	31.500

Table 2: Scores and factors of organizational culture and staff productivity

Factors	±XSD
Organizational culture	
Control	6237±18.46
Individual creativity	57.94±21.71
Objective clearness	46.92±22.48
Management support	47.31±20.03
Organizational relationship	46.79±20.57
organizational relatives	45.83±19.23
Organizational identity	44.00±21.28
Risk ability	43.58±19.78
Reward system	43.49±20.05
Paradox	40.10±21.57
Total	47.93±14.70
Staff productivity	
Clearness and knowledge	68.35±8.71
Ability	56.68±18.66
Assessment	57.13±19.58
Environment	49.91±21.37
Motivation	48.91±15.72
Credit	45.41±17.51
Help	41.41±17.51
Total	52.24±11.50

DISCUSION

The interpretation of the findings about organizational factors determines that none of them will have a good situation. Among these factors, individual creativity and self controlling will be in a better situation and public organization's staff needs cooperative management more than the rest. Although more than a half of staff were satisfied by working in state organizations and had more support from manager in their tasks. Because of this structure relative model is weak in researches and is the reason of organizations for researches. Although because of managing of this structure there is a chance for statement and indicating of staff ideas related to different things.

Researches finding related to relationship and culture with points in productivity points in organizations is for studying it. Among these factors in organization the only system is for rewarding which has no relation with other staff and probably for this issue in most of the public organizations the paying of rewards won't be on the basis of people abilities.

CONCLUSION

According to organizational cultural relations with staff productivity in studied organizations can be with creative people for improving their awareness and education in their field of job and it will improve their productivity. It's noticeable that for having good organizational culture managers will have the most sensitive role because managers will have he basic role in forming the organizational culture.

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